

22 Point Plan Status Updates

#	Action	Impacted Agencies	Description	Implementation Timeframe	Required Next Steps	Status Updates as of September 26, 2024
1	Focus on IT Staff Recruitment	OUC, OCTO	To maintain and operate a highly available and resilient environment, hosting critical public safety systems, OUC, OCTO, and our partner Public Safety and Justice agencies must have the ability to recruit highly qualified and motivated technologists within the Washington, DC metropolitan area's overly competitive labor market.	Effective Immediately	Research effective means of employee recruitment, Engage DCHR	Ongoing; OCTO in coordination with DCHR will review salaries and associated roles and responsibilities against what other organizations in the DC Metro region provide.
2	Supplement OUC IT Staff	OUC, OCTO	OCTO is reassigning two personnel, an employee familiar with OUC IT operations and a senior engineer.	Effective Immediately	Continuous	Complete; as of 8/9/2024, OCTO has provided dedicated SMEs including a former OUC IT leader and a senior engineer.
3	Creating an accountable IT workforce	OCTO, DCHR	Ensure documentation, peer reviews, honest feedback/performance reviews and open communication are built into the foundation of the Government of the District of Columbia's IT workforce.	90+ days to create standard IT workforce performance requirements, implementation TBD	Engage DCHR	Ongoing; Change management process has been revamped and all major system changes now have 3 layers of approval. Proposed system changes are reviewed by the OCTO team and OUC team. OCTO will ensure the all IT staff have documented performance plans and evaluations as outlined by DCHR.
4	Creating a knowledgeable IT workforce	OCTO, DCHR	Ensure individual development plans are in place and appropriate certifications; training and resources are available to the Government of the District of Columbia's IT workforce.	90+ days to create IT workforce certification programs	Engage DCHR	Ongoing; This on-going effort includes assessment of OUC IT teams support gaps.
5	Change Management – Executive Oversight	OUC, OCTO	There will be Executive oversight of OUC changes within OCTO and OUC, full coordination between OCTO and OUC. All change managements will be signed off by the directors of OCTO and OUC before any changes are made.	Effective Immediately	Continuous	Ongoing; The Director and/or Deputy Director will be on the floor during all changes, to include software, hardware, networking, IT security and other physical changed related to power or HVAC services, that could impact OCTO Operations. along with the Chief Information Officer from OUC in case decisions have to be made.
6	Change Management – Process Improvement	OUC, OCTO	An enhanced change review process to include additional peer and management oversight will occur and whenever possible changes will be made to a control group prior to a widespread agency change.	Effective Immediately	Continuous	Ongoing; any changes made to the OUC systems will be done in a simulation environment, which allows teams to verify changes have minimal impact. This can vary from testing server changes in a cloned environment or having OUC test changes itself with personnel in a controlled and monitored physical location within the UCC. For those systems that have limited test environment, OUC will deploy to the redundant system for operational verification

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7	Change Management – Limit Change Windows	OUC, OCTO	All OUC technology changes will be limited to a certain change window when call volume is known to be low, thus lowering the risk to a disruption or error in processing of emergency calls.	Effective Immediately	Continuous	Ongoing; OUC has a weekly change window, allowing for reviewed and approved changes to occur as needed. Change frequency is dependent upon OUC operational goals as well as required IT upgrades or break fixes.
8	Change Management – enhanced in-person monitoring	OUC, MPD, FEMS	OUC will continue to have leadership on the floor during all changes, and will request their two main partners, MPD and FEMS to have the same.	Effective Immediately	Continuous	Ongoing
9	Enhancing IT Collaboration – Managed IT Services	OUC, OCTO, OCP	OCTO and OUC will solicit engagement with managed service partners with subject matter expertise on database management and enterprise cloud administration. This will enhance the ability to identify other opportunities for collaboration for application and database support.	15-30 days	Engage OCP, research strategic partners	In progress; undergoing evaluation.
10	Enhancing IT Collaboration – Managed Public Safety Services	OUC, OCTO, OCP	OCTO and OUC will evaluate and procure managed service support from a public safety centric managed services company who will act as a safety net to the monitoring and alarming of all systems that are imperative to the technical operations of the OUC.	15-30 days	Engage OCP, research strategic partners	Ongoing, Managed services is being reviewed system by systems. Currently the critical systems are all supported thru a certified vendor. Those systems that do not have adequate support are being reviewed for support gaps
11	Enhancing IT Collaboration – Enhanced Monitoring	OUC, OCTO	Enhancing monitoring of OUC IT system within the OUC IT team, NOC and appropriate OCTO teams including Network, Security and Server Engineering groups.	5-10 days	Engage with vendors as required, iteratively add systems to monitoring platforms	Ongoing; OCTO has verified all the Servers are being monitored by SolarWinds which is monitored 24x7 by the Network Operations Center and have added Tanium Perform module for analytics. We are also working on ingesting data into SPLUNK.

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12	Enhancing IT Collaboration – increased communication with public safety IT teams	OUC, MPD, FEMS, OCTO	Enhancing collaboration and communication amongst PSJ agency IT teams regarding incidents, IT changes, and to seek availability of SME support as needed.	Effective Immediately	Meet with CIOs and IT Team leads – discuss collaboration with additional members of the PSJ cluster	Ongoing; the first quarterly PSJ cluster CIOs and IT team leads meeting occurred on August 8 th , in addition to the weekly CIO meeting.
13	Enhancing IT Collaboration – improve vendor relationships	OUC, OCTO	OCTO and OUC will evaluate relationships with supporting vendors – including those operating background supporting systems, ensuring coverage for 24/7 operations and a clear understanding of the criticality of DC911.	Effective Immediately	Prioritize and meet with vendors, establish relationships and document support mechanisms for priority issues.	Ongoing; OCTO and OUC will meet with vendors to discuss their awareness of their involvement with public safety systems and ensure that they have correct high level contacts with agency personnel to ensure notifications of issues, outages and changes are well understand and properly scheduled.
14	Preparing IT Workforce for NG911 – Additional industry expertise, 365/24/7 operational IT workforce	OUC, OCTO, DCHR	<p>OUC will work with DCHR to add additional positions to support the current Next Generation Subject Matter Experts on staff. Today, we have one who is credentialed as subject matter expert in the industry</p> <p>OCTO will work with OUC to identify necessary positions to expand their IT team to include expertise in hosting and software support including 24/7 dedicated managers responsible for continuous IT operations.</p> <p>OUC will expand their reach and benefits where possible to attract the best experts in the industry, understanding this is a niche field with less than 1,000 people in the nation who are subject matter experts in the NG911 technical space.</p>	21 days planning 60+ days recruit, 90+ days onboard	Engage DCHR, identify gaps, generate position descriptions, recruit	Ongoing; OCTO in coordination with OUC identified current resource gaps, and OCTO is providing SMEs as needed. Contingent on available budget, positions are being backfilled to meet the immediate need and OUC will submit a funding request for additional backfills.

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15	Preparing IT Workforce for NG911 – Increase workforce knowledge and capability	OUC, OCTO, DCHR, OCP	OCTO will provide OUC with guidance on required training and certifications for IT staff to ensure expertise remains on par with operational needs.	21 days planning, 60+ days implementation	Research effective training, prepare any required solicitation with OCP, prepare DCHR for IT training requirements	Ongoing , guidance will cover training focused on 365/24/7 operation of the OUC call centers to include network operations and change management.
16	Reducing IT risk Districtwide – Districtwide IT project engagement	OUC, OCTO, All Agency CIOs	Implementation of a platform, within the OCTO hosted CIO call, for Senior District IT Staff to discuss their IT projects, operations, concerns and needs.	21 days – revisit quarterly as progress is made on action plan	Prepare agenda for OCTO Hosted CIO meeting	Complete ; OCTO already has a weekly meeting with all agency CIOs and IT Leads. OCTO continues to share enterprise and OUC changes and lessons learned regarding operational and IT changes during these meetings.
17	Reducing IT risk at UCC – Evaluate UCC datacenter, hosts and applications	OUC, OCTO, OCA/OBP, OCP	OUC and OCTO will evaluate the existing OUC hardware footprint against requirements of their database and applications to ensure critical systems provide the resources and availability as demanded by day-to-day use. OUC will identify low impact and low criticality applications for immediate shift the OCTO datacenters to reduce CPU/Memory and Storage load on existing and new hosts at OUC datacenter. OCTO will evaluate existing hardware from other projects to pivot as critical UCC hosts if available and hardware requirements are met. Expedite existing capital projects related to UCC datacenter, prepare additional investment requests for FY25 supplemental and FY26 budget submission.	Effective Immediately, rehosting will begin within 30 days. 15 days to research and plan hardware replacement, 30+ days for supporting procurement. 60+ days for full implementation.	Evaluate system requirements, prioritizing existing capital investments to start earlier than 10/1/2024. Formulate additional asks.	Ongoing ; Hardware needs are currently being evaluated. The existing capital budget for FY25 is approximately \$2.5M. OCTO and OUC have continued to update and patch critical systems utilizing enhanced change and monitoring procedures
18	Reducing IT risk at UCC – Replace existing UCC network equipment	OCTO	An evaluation of existing/in-stock OCTO network infrastructure available for OUC datacenter replacement project will be completed and then there will be a quick pivot to procure planned capital investments as needed with required urgency balanced against known supply chain issues.	15 days to research and plan, 30+ days for procurement, 60+ days for implementation.	Evaluate system requirements, prioritizing existing capital investments to start earlier than 10/1/2024. Formulate additional asks.	Ongoing ; This inventory was completed in Q1 FY24 as part of the FY25 budget submission. The inventory is currently being analyzed for any gaps not covered in our FY25 budget request. OCTO is working with our suppliers to define our current needs, current estimates for network equipment are \$1.8M.

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19	Reducing IT risk at UCC – increase power monitoring capabilities	OCTO, DGS, HSEMA	DGS will evaluate the ability to integrate monitoring of building management systems to understand power shifts on and off grid. Evaluate potential expansion to all DGS managed facilities to create global monitoring for HSEMA Fusion Center.	15 days to research and plan, 30 days to implement for UCC. 90+ days for global approach.	Evaluate DGS equipment, set up and document monitoring solutions for NOC and Fusion Center	In Progress , undergoing evaluation and planning implementation.
20	Reducing IT risk at UCC – OUC logical domain segmentation	OCTO	Segmenting OUC into logical domains based on facilities, criticality and functionality to limit change management risk, allowing for OUC wide changes to be rolled out within pre-determined segments with lower risk prior to any changes made to the 911 hosts, applications and workstations	15 days to research, 30+ days to implement	Research approach, determine feasibility and impact of change	In Progress ; Estimated Completion Date: December 2024 . OCTO's end point management team is categorizing OUC IT Assets will be further categorized into easily identifiable logical groups. Examples include: "CAD Machines", "911 workstations", "MDC/MDTs", location, criticality, etc. This will be implemented within the asset management/configuration management databases that support OUC.
21	Reducing IT risk at UCC – Planning beyond FY25	OUC, OCTO	Researching, documenting and requesting capital investments in longer term hardware growth and projected refreshes to ensure continued operations based on projected demand and growth.	90+ days to prioritize any required research, formulate budget. Additional long-term planning and strategy may be required	Research and plan capital investments	Initiated ; OCTO intends to have a more substantive update in FY25 Q1.
22	Assess and Troubleshoot Operational Gaps	DMPSJ, OUC, FEMS	Development of joint committee of OUC and FEMS to develop processes, policies, and procedures for call processing, dispatching, and the continuity of operations during times of non-normalized operations.	Effective immediately with the DM, Chief, and Director meeting on 8/20/24 to formulate the group and priorities	Set meeting rhythm and host kickoff meeting with joint taskforce of members of OUC and FEMS teams.	Ongoing ; Deputy Mayor Appiah, Chief Donnelly, and Director McGaffin met on 8/20/24 to formulate the committee and priorities. Additional meetings were held with the committee on September 6, 2024, and September 19, 2024.